



VIRGINIA DEPARTMENT OF
SOCIAL SERVICES

Local Agency Dashboard Reference Guide

Public Website

Office of Research and Planning

Rev. March 1, 2021

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OVERVIEW

The Virginia Department of Social Services (VDSS) operates under a “state supervised, locally administered” model in accordance with the Code of Virginia 63.2, Chapter 2, and Article 2. In this model, the state provides guidance and monitors local agency performance and localities that administer social services and public assistance programs in the Commonwealth of Virginia. Local department staffs are employees of the locality with the bulk of their salaries covered by federal and state funds.

VDSS produces a Local Agency Dashboard (the “Dashboard”) for each local department of social services (LDSS) on a quarterly basis. Initially developed in Microsoft Excel by the Local Engagement and Support (LES) Division, the Office of Research and Planning (ORP) is now maintaining the report. ORP is planning to migrate the tool to a more dynamic and accessible online platform. The Dashboard contains measures and performance data for Benefit Programs and Child Care, Family Services, Human Resources, and Finance which may be useful in understanding locality strengths, challenges, and opportunities.

The purpose of the Local Agency Dashboard Reference Guide (the “Guide”) is to provide explanations, data sources, formulas and targets, where applicable, for each measure. The Guide is a living, breathing document and subject to change based on the business needs of the VDSS and local departments.

Dashboard Access and Availability

Currently, the Virginia Department of Social Services (VDSS) provides the Local Agency Dashboard on a quarterly basis to Local Agency staff, Local Board Members, County/City Administrators and VDSS employees. The Dashboard will typically be available for review within 60 calendar days following the end of the quarter. Quarters are defined by the state fiscal year (see **Table 1** below).

Table 1: Local Agency Dashboard Publication Dates

State Fiscal Year Quarter	Report Months	Publication Date (Estimate)
Quarter 1	July, August, September	1 st Week of December
Quarter 2	October, November, December	1 st Week of March
Quarter 3	January, February, March	1 st Week of June
Quarter 4	April, May, June	1 st Week of September

PRESENTATION OF RESULTS

Results Components

The Local Agency Dashboard consists of four (4) results components:

1. Measure Name
2. Target (where applicable)
3. Monthly Performance
4. Quarterly Performance

MEASURE NAME

Performance measures are presented with a concise name and defining details where applicable. Details of the definition, calculation, and supporting information for each measure are provided in subsequent sections of the Reference Guide.

TARGET

Key measures are evaluated based on specific targets. Where applicable, targets are displayed for each level of reporting (monthly and quarterly). Specific targets are included in the details section for each measure.

MONTHLY PERFORMANCE

The Monthly Results section displays results for the previous thirteen (13) months, based upon the published quarter. Viewing data over time presents data trends which assist local agencies with identifying areas of enhanced performance, opportunities for improvement or concern. Local agencies are encouraged to evaluate upward and downward trends of Dashboard measures as pertinent sources of information.

Each LDSS may not receive certain application types (e.g. SNAP, TANF, etc.) or have opportunities to perform work related to certain measures (e.g. First Contacts) in one or more of the months being reported on the Dashboard. Within these scenarios which typically occur in smaller agencies, values of the performance measures will display as blanks and graphical depictions of the performance measure for the corresponding month(s) will display as 0. These values should not be considered when evaluating performance trends.

QUARTERLY PERFORMANCE

The Quarterly Trends section displays results for the selected quarter and previous three (3) quarters (dependent upon data availability). The formula for quarterly performance as displayed below calculates actual results for the three-month period. *For select measures, the quarterly result is the sum of the counts; otherwise, it is the average of the counts.*

Sum (or average) of opportunities met for each month in the quarter

Sum (or average) of total opportunities for each month in the quarter

As previously discussed (see “Monthly Performance”), each LDSS may not receive certain application types or have opportunities to perform work related to certain measures in a specific quarter being reported on the Dashboard. When there is no result for the quarter, it will display as blanks in the data table and as zeros in the graphs for the corresponding months. Users should not consider these null values when evaluating performance trends.

Results Displays

Depending on the measure type, the report displays monthly and quarterly results as numeric counts and/or percentages. The report displays results and trends in tables, charts, and graphs. For targeted measures, a performance indicator may display as a font change. Using conditional formatting in Excel, targeted results in tables appear in different color fonts to signify whether it met its performance target or not. If the measure result appears in black text, it indicates that it met or exceeded the target. If the result appears in red text, it indicates that it did not meet the performance target.

Image 1: Sample Results Table Displaying Font Indicators

Quarterly Trends		Target	Q3/SFY20	Q4/SFY20	Q1/SFY21	Q2/SFY21
PUBLIC ASSISTANCE						
SNAP Applications Processed On Time	≥ 97%		99.1%	99.4%	99.5%	98.7%
TANF Applications Processed On Time			98.3%	100.0%	100.0%	100.0%
Child Care Applications Processed On Time			100.0%	100.0%	94.7%	100.0%
FAMILY SERVICES						
Timeliness of 1st Contact with Victim (count)	≥ 95%		30	27	40	35
Timeliness of 1st Contact with Victim (%)			78.9%	73.0%	70.2%	71.4%
Number of Adoptions (most recent 12 months ending December 2020)					5	

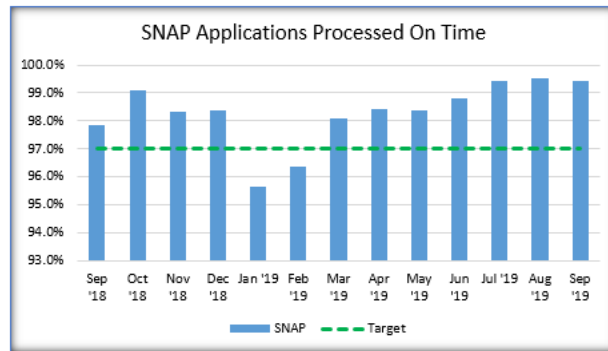
PERFORMANCE PRECISION

The results for performance measures display as rounded to the nearest one-tenth (1/10) of a percent. Comparisons to targets for performance indicators reference the exact results without rounding. It is possible that the actual numeric result missed its target, thus appearing in bold red font, but the displayed number, when rounded up, appears to match the target. For example, the target for SNAP Applications Processed on Time is 97.0%. An agency may achieve a result of 96.95%. Since this result did not meet the target, the font will display as bold, red. However, due to rounding, the result will appear as 97.0%. This is not an error, since the measure did not technically attain its target.

CHARTS AND GRAPHS

Graphs are included to provide a visual representation of results for key performance measures. Graph types vary based on the type of measurement data collected. Each graph clearly indicates the included performance measure, timeframe, and performance target, where applicable.

Image 2: Sample Chart for Targeted Performance Measure



PUBLIC ASSISTANCE

Timeliness

The Local Agency Dashboard provides timeliness percentages of application processing for the following public assistance programs: Temporary Assistance for Needy Families (TANF), Child Care (CC) and Supplemental Nutrition Assistance Program (SNAP) formerly known as food stamps.

The Dashboard displays results as a percentage, or the total number of applications approved or denied in a timely manner for the Report Month DIVIDED BY the total number of applications processed for the Report Month. *The quarterly percentage is the sum of monthly numerator counts divided by the sum of the denominator counts.*

FORMULA

The timeliness percentages for SNAP, TANF and Child Care applications are calculated as follows:

$$\frac{\text{Total number of Applications Processed On Time}}{\text{Total number of Applications Processed}}$$

TARGET

The target for timeliness of processing SNAP, TANF and CC applications is greater than or equal to **97.0%**.

DATA SOURCE

Public Assistance data is collected within the Virginia Case Management System (VaCMS), the system of record for Public Assistance programs. Starting with July 2020, the timeliness of processing child care applications includes waitlisted children in the numerator and denominator counts.

FAMILY SERVICES

CFSR Timeliness of First Contact With Victim (NEW)

The Local Agency Dashboard displays the number of CPS referrals which had a first contact with the alleged victim made within the assigned response priority limits per the federal CFSR requirement. This measure excludes attempted contacts. The data set includes referrals open as of the data extract date, and excludes referrals that are pending, have no response priority or have data errors.

Priority 1 face-to-face contacts should be completed within 24 hours, **Priority 2** face-to-face contacts should be completed within 48 hours, and **Priority 3** face-to-face contacts should be attempted within 40 working hours. The response is assessed within the employee's work hours (e.g., 9 am to 5 pm); weekends and state holidays are excluded.

Note: The response priority timeframe begins when the referral is **received**, not when it is validated. This measure excludes referral clients who were not documented as victims until after the validation date.

Attempted contacts must meet the following criteria:

- They must have a purpose of Interview, Investigation or Family Assessment.
- They must have a source of Referral, Investigation or Family Assessment.
- The contact must have a type of face-to-face.
- A client must be selected in the Client/Collateral section

FORMULA

The percentage of first contacts that are timely is calculated as follows:

$$\frac{\text{Contact Timely}}{\text{Contact Timely} + \text{Contact Not Timely}}$$

The denominator excludes any contacts that are pending, not assigned a response priority level, or noted with an error. *The quarterly count and percentage are based on sums across all three months.*

TARGET

The target for timeliness of first contact is greater than or equal to **95.0%**. LDSS results are displayed in chart format with a flag indicator as follows: Green: $\geq 95\%$; Yellow: 85% – 94.9%; Red: $< 85\%$.

DATA SOURCE

Safe Measures,¹ "CFSR Timeliness of First Contact With Victim" report.

¹ Safe Measures is a child welfare case management reporting tool for Family Services workers and is updated daily.

Number of Children in Foster Care

Each local department of social services (LDSS) supports the Foster Care program by providing services to children and families when circumstances warrant the removal of a child from their home. The measure displays a snapshot of the number of children in Foster Care for the LDSS as of the first of the month being reported.

The Dashboard displays the total number of children in Foster Care by locality.

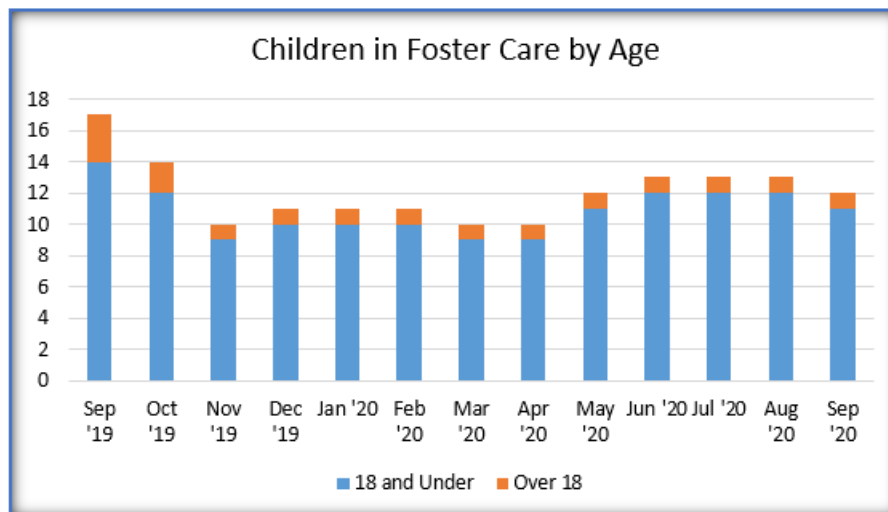
FORMULA

The measure does not have a calculated formula.

TARGET

The measure does not have a target.

Figure 3: Number of Children in Foster Care by Age



DATA SOURCE

The number of children in Foster Care is calculated by analyzing the same detailed data file used to produce the “Snapshot of Children in Foster Care in Virginia” report in the VCWOR utility.² The detailed file contains client-level information about children who were in foster care at the beginning of the month. The child’s age (in years) is computed as of the beginning of the reporting period (e.g., 11/1/2019). Age is truncated rather than rounded to the nearest whole number. For example, a child who is 17 years 9 months old would have her age recorded as “17 years old” rather than rounded up to 18 years old.

² The Virginia Child Welfare Outcome Report, or VCWOR, is a Microsoft Access database that captures snapshots of pertinent child welfare data for the Division of Family Services.

Adoptions

The measure provides the number of adoptions which occurred over the most recent twelve (12) months for which adoption data is available.

FORMULA

The measure does not have a formula. *The most recent 12-month adoption count available is displayed.*

TARGET

The measure does not have a target.

DATA SOURCE

Safe Measures, “Scorecard: Discharges to Permanency” report. (See footnote #1 on page 7.)

Family Services Data Sources

Data are collected from entries made by Local Departments of Social Services (LDSSs) in the Online Automated Services Information System (OASIS). OASIS is the statewide system for child welfare programs, and serves as the primary tool in the day-to-day business at local departments. The system is also the main data source for federal, state and local child welfare agencies for reporting and planning. Data from OASIS is downloaded into reporting and graphical format into an online system called Safe Measures.

Safe Measures is a data reporting system which provides data in “real-time” and information will fluctuate from day-to-day. For certain measures, the Virginia Child Welfare Outcome Reports (VCWOR) system is utilized to report data on the Local Agency Dashboard in an effort to “set” child welfare data at a consistent point in time. For data sourced from VCWOR, monthly results on the Dashboard display the status of each data element as of the first of the report month. For example, data displayed in November represents information for the measure as of November 1st.

APPENDIX A – Glossary of Acronyms

ABD	Aged, Blind and Disabled
ACR	Annual Case Review
APT	Application Processing Time
BL	Budget Line
BPS	Benefit Programs Specialist
CAPER	Case and Procedural Error Rate
CC	Child Care
CSA	Children Services Act
CWCR	Child Welfare Case Reviews
DFS	Division of Family Services
DW	Data Warehouse
EPPE	Employee Performance Plan and Evaluation
FFM	Federally Facilitated Marketplace
FIPS	Federal Information Processing Standards
FPM	Family Partnership Meeting
FSS	Family Services Specialist
FY	Fiscal Year
LASER	Locality Automated System Expenditure Reimbursement
LETS	Local Employee Tracking System
MA	Medical Assistance
OASIS	Online Automated Services Information System (Software system for Family Services programs)
OD	Organizational Development
PIMR	Performance Indicator Monthly Report
QAA	Quality Assurance and Accountability
SNAP	Supplemental Nutrition Assistance Program (formerly known as Food Stamps)
TANF	Temporary Assistance for Needy Families
TPR	Termination of Parental Rights
VaCMS	Virginia Case Management System (Software system for Public Assistance and Child Care programs)
VCWOR	Virginia Child Welfare Outcome Reports

APPENDIX B – Local Agencies by Level

Level I (One)

33 Local Agencies

#	FIPS	Local Agency	Region
1	007	Amelia	Central
2	011	Appomattox	Piedmont
3	017	Bath	Piedmont
4	021	Bland	Western
5	023	Botetourt	Piedmont
6	036	Charles City	Central
7	043	Clarke	Northern
8	045	Craig	Piedmont
9	049	Cumberland	Central
10	057	Essex	Central
11	063	Floyd	Western
12	640	Galax	Western
13	075	Goochland	Central
14	079	Greene	Northern
15	091	Highland	Piedmont
16	097	King & Queen	Central
17	099	King George	Northern
18	101	King William	Central
19	103	Lancaster	Central
20	111	Lunenburg	Central
21	113	Madison	Northern
22	685	Manassas Park	Northern
23	115	Mathews	Eastern
24	119	Middlesex	Central
25	125	Nelson	Piedmont
26	127	New Kent	Central
27	133	Northumberland	Central
28	720	Norton	Western
29	135	Nottoway	Central
30	750	Radford	Western
31	157	Rappahannock	Northern
32	159	Richmond County	Central
33	830	Williamsburg	Eastern

Level II (Two)
59 Local Agencies

#	FIPS	Local Agency	Region
1	001	Accomack	Eastern
2	005	Alleghany/Covington/Clifton Forge	Piedmont
3	009	Amherst	Piedmont
4	520	Bristol	Western
5	025	Brunswick	Eastern
6	027	Buchanan	Western
7	029	Buckingham	Central
8	031	Campbell	Piedmont
9	033	Caroline	Central
10	035	Carroll	Western
11	037	Charlotte	Piedmont
12	047	Culpeper	Northern
13	051	Dickenson	Western
14	053	Dinwiddie	Eastern
15	061	Fauquier	Northern
16	065	Fluvanna	Central
17	620	Franklin City	Eastern
18	067	Franklin County	Piedmont
19	069	Frederick	Northern
20	630	Fredericksburg	Northern
21	071	Giles	Western
22	073	Gloucester	Eastern
23	077	Grayson	Western
24	081	Greensville/Emporia	Eastern
25	083	Halifax/South Boston	Piedmont
26	085	Hanover	Central
27	670	Hopewell	Central
28	093	Isle Of Wight	Eastern
29	095	James City	Eastern
30	105	Lee	Western
31	109	Louisa	Northern
32	683	Manassas	Northern
33	117	Mecklenburg	Piedmont
34	121	Montgomery	Western

Level II (Two) – Cont'd

59 Local Agencies

#	FIPS	Locality	Region
35	131	Northampton	Eastern
36	137	Orange	Northern
37	139	Page	Northern
38	141	Patrick	Western
39	143	Pittsylvania	Piedmont
40	145	Powhatan	Central
41	147	Prince Edward	Central
42	149	Prince George	Eastern
43	155	Pulaski	Western
44	163	Rockbridge/Buena Vista/Lexington	Piedmont
45	167	Russell	Western
46	169	Scott	Western
47	171	Shenandoah	Northern
48	173	Smyth	Western
49	175	Southampton	Eastern
50	179	Stafford	Northern
51	181	Surry	Eastern
52	183	Sussex	Eastern
53	185	Tazewell	Western
54	187	Warren	Northern
55	191	Washington	Western
56	193	Westmoreland	Central
57	840	Winchester	Northern
58	197	Wythe	Western
59	199	York/Poquoson	Eastern

Level III (Three)

28 Local Agencies

#	FIPS	Locality	Region
1	003	Albemarle	Piedmont
2	510	Alexandria	Northern
3	013	Arlington	Northern
4	015	Augusta/Staunton/Waynesboro	Piedmont
5	019	Bedford	Piedmont
6	540	Charlottesville	Piedmont
7	550	Chesapeake	Eastern
8	041	Chesterfield/Colonial Heights	Central
9	590	Danville	Piedmont
10	059	Fairfax County-City/Falls Church	Northern
11	650	Hampton	Eastern
12	087	Henrico	Central
13	089	Henry/Martinsville	Piedmont
14	107	Loudoun	Northern
15	680	Lynchburg	Piedmont
16	700	Newport News	Eastern
17	710	Norfolk	Eastern
18	730	Petersburg	Central
19	740	Portsmouth	Eastern
20	153	Prince William	Northern
21	760	Richmond	Central
22	770	Roanoke	Piedmont
23	161	Roanoke Co./Salem	Piedmont
24	165	Rockingham/Harrisonburg	Northern
25	177	Spotsylvania	Northern
26	800	Suffolk	Eastern
27	810	Virginia Beach	Eastern
28	195	Wise	Western

REVISION HISTORY

Revision date	Revised by	Approved by	Description of change(s)
5/1/19	Local Support and Performance	VDSS Staff	Initial Version
11/20/2019	Local Support and Performance	VDSS Staff	Format and verbiage updates
2/20/2020	Research and Planning	VDSS Staff	<ul style="list-style-type: none"> • Resumed reporting on timeliness of application processing for Child Care. • Number of children in foster care by age: updated information about measure calculation. • Updated Reference Guide. Added more information about measure sources. • Added new entries for the Glossary of Acronyms.
6/16/2020	Research and Planning	VDSS Staff	<ul style="list-style-type: none"> • Revised the Overview and the publication dates.
9/16/2020	Research and Planning	VDSS Staff	<ul style="list-style-type: none"> • We added a description about how the quarterly result for each measure is calculated.
12/1/2020	Research and Planning	VDSS Staff	<ul style="list-style-type: none"> • Starting with the July 2020 result, the percentage of child care applications that were processed timely includes waitlisted children in the numerator and denominator counts.
3/1/2021	Research and Planning	VDSS Staff	<ul style="list-style-type: none"> • Changed the quarterly report release date from the 1st day to the first week of the quarter. • The “CFSR Timeliness of First Contact With Victim” replaces the “Timeliness of First Contact” measure. We are using a different Safe Measures report for source data.